

DRMI Newsletter

Defense Resources Management Institute, Naval Postgraduate School, Monterey, California

Issue 3

www.nps.navy.mil/drmi/

January 1, 2003

DRMI Activities

Class News

On December 6, DRMI graduated 49 participants from 41 countries in the International Defense Management Course. We also conducted three mobile courses in Slovakia, Argentina, and Bosnia. The Slovakia course had 27 graduates. The course was conducted at an opportune time for defense in Slovakia: the formation of a new government, the appointment of a new MoD, and approval of Slovakia as a candidate for accession in the European Union all occurred during the time frame of the course. The second Argentine course of 2002 graduated 46 civilian and military participants. This was the 12th mobile course completed in Argentina since 1991. The Bosnia course graduated 23. Noteworthy for Bosnia was the attendance of five representatives from the Serb Republic. This was the first time we had participation in a DRMI mobile course, which was a tremendous step forward in assisting the integration of defense within Bosnia and Herzegovina. The next quarter of FY03 will see the DRMI teams visiting Guinea (a regional course with participation from seven French-speaking countries), El Salvador, and Colombia.

We start DRMC 03-1 on January 6 and finish on January 31. IDMC 03-1 begins immediately after on February 3. The Washington, DC trip is set for the week of March 10. Class participants will receive briefings at the Pentagon, State Department, Capitol, and Institute for Defense Analysis. Graduation is scheduled for April 16.

In our ongoing effort to upgrade the appearance of our facility, all of the tables in Ecker Lounge and the discussion rooms have been completely refinished. In addition, new computer cabinets will be installed within the coming month.

FY03 DRMI Course Catalog and Brochure

DRMI's FY03 course catalog and the Defense Resources Management Course brochure were updated this fall and are available. If you would

like copies, please contact the Admin Office (Mary Andrews) at 831-656-2104 (DSN 756) or send e-mail to Mary at mandrews@nps.navy.mil.

Faculty and Staff News

Major Alan Laverson, USAF, joined the faculty in November as an assistant professor. He replaces Don Duckro who left early fall. Alan's last assignment was in SAF/FMC (the Cost and Economics Division of the Secretary of the Air Force's office for Financial Management) where he developed economic and financial policy for a variety of programs including housing and utilities privatization, aircraft leasing, and innovative pilot projects. Prior to his latest assignment, he served as a computer/communications officer and as a scientific analyst. Alan holds a BS in Economics and an MS in Computer Science, both from the University of Maryland, an MBA from Oklahoma City University, and a PhD in Policy Analysis from the RAND Graduate School. Welcome, Alan!

In October, four participants in IDMC 02-2 joined faculty member Scott Mahone and other community volunteers to help paint Seaside High School. The Monterey County Herald (October 6, 2002) featured an article about the school, Scott's efforts to organize volunteers to paint the school, and the participation of Fousseni Gomina of Benin, Ramadane Abdoulaye of Chad, Samir Cheikh of Djibouti, and William Anguile of Gabon in the project. The four worked alongside 60 students and 10 adult volunteers during Operation Beautify Seaside High. The paper quoted Abdoulaye as saying, "It's our pleasure to get involved in this project and help you do something to help the kids." We would like to thank these four, and other course participants, who so willingly give of their time and energy to help not only with worthwhile projects, but to foster understanding and goodwill in the local community. Thank you!

The annual DRMI Christmas party was held Thursday, December 12 in Ecker Lounge. Wanda Pan-Christiansen was the official party planner and did a great job. We had approximately 100 guests including Provost Dick

Elster and Dean Bob Ord. Thanks to all who helped plan, cook, shop, and clean for this event.

Deborah Uzzle has joined our staff as an IT assistant. She will be joining Steve Hurst and Bob Boynton in applying the ever-increasing number of security upgrades dictated by DoD instructions, and implementing our continuing program of upgrading of our audio visual and computer-assisted instructional support systems.

Mary Jo McDonough was finally hired as a general service grade (GS) employee, from her past status as a contractor. We are delighted to have her "on board!"

Faculty Research and Conference Presentations

On November 1, CJ LaCivita spoke to over 50 federal managers participating in a management development seminar at the Office of Personnel Management's training center in West Virginia. OPM is the federal government's training coordinator. CJ is the first NPS official to speak at OPM. He was invited based on OPM management's interest in DRMI's teaching effective management of resources to DoD and international students

Eva Regnier presented a paper (co-authored with Professor Chuck Wash, NPS, Meteorology) titled, "The value of meteorological forecasts to the U.S. Navy" at the International Federation of Operational Research Societies (IFORS) 16th Triennial Conference in Edinburgh, Scotland, in July. The abstract for the talk follows: "Meteorological forecasts have saved thousands of lives and millions of dollars to the U.S. Navy. Naval operations are inherently susceptible to large weather-related losses, but the mobility of many of the Navy's assets gives them the flexibility to benefit from short-term forecasts. We describe the major uses of meteorological forecasts in the Navy, how these generate economic value, and how improving both the quality and the communication of forecasts and better application of decision analysis, can add to this value. In particular, we consider the value of meteorologist-generated ship routing and the prediction of tropical cyclones."

Eva Regnier chaired a session at the Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting in November in San Jose, CA. The session was titled "Physical Environment: Natural Environments in Decision Analysis", and she also presented a paper in this session, titled "Constraining Environmental Decision Problems." The abstract for the talk follows: The imbalance in complexity between models and the systems being modeled is especially severe in environmental decision analysis problems. In formulating these problems, decision analysts must answer difficult questions about how best to trade off expediency against the exploitation of available and acquirable information.

Natalie Webb presented research she is helping to write and edit on a new theory of philanthropy at the annual Association on Nonprofit Research and Voluntary Action in Montréal, November, 2002. The premise of this research is that economists have only begun to scratch the surface of understanding charitable giving, and that a new model and new empirical studies are necessary to properly characterize philanthropy.

Publications:

Blandin, J. and S. O'Keefe. (2002). Security in a changing world: Case studies in US National Security management. *Nationland*, F. Volker, ed., Westport, CT.

Frederiksen, P. (2002). Recent Research on Defense Economics. Supreme HQ, Bangkok, Thailand.

Handy, F., & Webb, N.J. In press. To save or not to save: Aspects of savings decisions by charitable organizations." In K. Brock & K. Banting (Eds.), *Delicate Dancers: Partnerships between Nonprofit, Public and Private Sectors*. Kingston, Canada: McGill-Queen's University Press.

Handy, F. and Webb, N.J. In Press. A Theoretical Model of the Effects of Public Funding on Saving Decisions by Nonprofit Service Providers. *Annals of Public and Cooperative Economics*.

McNab, R. and S. Everhart. (2002). Rethinking International Aid: Governance, Growth, and the Millennium Challenge. In Press. Business and Economic Review.

Martinez-Vazquez, J. and McNab, R. (2002). Fiscal Decentralization and Economic Growth. In Press. World Development.

Curriculum Developments, Teaching News, and Faculty/Staff Service

Allan Polley won the Outstanding Instructional Performance in 2002 award from DRMI at the annual NPS Instructional Recognition Evening in November. His citation read,

"The Defense Resource Management Institute recognizes Lecturer Allan Polley for his excellence in teaching across a wide variety of subject areas including simulation, cost estimating techniques, systems analysis and decision making, a number of quantitative analysis topics. Al's dry wit and direct manner makes him a very effective teacher and a highly valued member of the DRMI team. He is one of DRMI's most versatile and willing instructors, always ready to study, master, and teach in all areas of our curriculum. Al is one of the few DRMI faculty with the depth of knowledge and understanding of our courses to deliver excellent lectures with very short notice. His collaboration with others in developing curriculum is outstanding; in particular, he recently rewrote a case study on airborne detection and spent considerable time mastering and polishing the spreadsheets for DRMI's capstone exercises. He is always there to help others, discuss concepts and problems, and to offer his assistance and support for developing, disseminating, and refining new ideas for course content. Al has become an excellent teacher and a valuable member of the DRMI team."

Jim Blandin, Don Bonsper, Bob McNab, and Eva Regnier participated in the first SIGS course titled, "Seminar on Defense Restructuring," during the period 4-15 November. All four gave lectures, and Don served as a discussion leader for one week.

Don Bonsper joined Professors Alice Crawford and Bill Gates in presenting a teaching workshop twice this fall. The first Teaching Excellence Workshop was held September 6 at the NPS Center for Executive Education. The workshop provided an opportunity for faculty members from all over the campus, with a full range of teaching experience and skills, to come

together to share best practices. Don was one of four faculty presenters who discussed their teaching styles, what they believe makes them effective teachers, and how all faculty members can improve their teaching. Natalie Webb attended the first workshop. In the second workshop, Bill Gates gave examples and discussed various effective teaching styles. Don followed with foundations of effective teaching, where he discussed issues of all teaching styles that might make a teacher more effectual. As a result of Don's participation, Provost Dick Elster asked Don to be on Educational Assessment Committee which will look at how faculty are assessed campus-wide. How can we effectively assess teachers? Does the system need to be changed? We look forward to future reports from Don on evaluating teaching effectiveness at NPS.

Jerry Groshek, former DRMI professor and now a professor at Redlands University in Redlands, CA, joined the faculty for two weeks of discussion in November. Thanks, Jerry!

Participants Celebrate Thanksgiving with Community Host

The following article appeared in the Monterey Herald on Friday, Nov. 29, 2002

Celebrating an American holiday

by DENNIS MORAN (dmoran@montereyherald.com)

Reckson Sidogi didn't know Thanksgiving, but he knows plenty about giving thanks.

Throw in a warm home and turkey dinner, and there isn't much more to figure out about America's longest-running native holiday.

"I'm thankful for a lot of things personally," said Sidogi, a black South African. "For being who I am, (coming from) a downtrodden family to where I am now. For the government we are free to live in now," referring to the end of South Africa's apartheid in the early 1990s.

Sidogi, budget manager for South Africa's Defense Ministry, spent Thanksgiving Day in the Seaside home of Donald and Jackie Craghead, along with a few fellow students of the Defense Resources Management Institute at the Naval Postgraduate School. Three times a year, the institute brings top military and defense officials

from many countries for management coursework.

They also manage to learn a lot about American life and culture, thanks to the institute's Community Host Program, which matches the students with local families like the Cragheads for dinners, sightseeing and other social activities. On Thursday, many of the students got their first taste of Thanksgiving.

"It's a very good custom," said M. Akbar Akhtar, a brigadier general from Bangladesh clearly enjoying the Cragheads' hospitality. "You have people meeting together, and besides conveying thanks to the creator for all the beautiful things He has given us, you are meeting with friends and celebrating."

As the Cragheads prepared to serve the turkey and trimmings, Akhtar said he was giving thanks "to the Almighty for giving me the chance to befriend so many nice people." That included fellow students, who in the current institute session come from 41 countries.

When people from diverse backgrounds meet, "we find out we are all the same," Akhtar said, "The same warm heart, and we want to befriend each other and be happy."

According to Mary Jo McDonough, international activities coordinator for the Defense Resources Management Institute, "The social side is certainly not what they are paid to come for, but it is very important to them. They learn not just about America, they learn about each other because they come from all over the world."

Czech Army Major Vit Cernovsky, one of several students enjoying Thanksgiving dinner with Bill and Glori Evert of Pebble Beach, said the chance to meet Americans and students from all over "is a great idea of this course. We can share our different cultures and points of view."

The hosts can relate to that.

"It's fabulous for us," said Donald Craghead. When visiting students express their appreciation, "We keep trying to emphasize how rewarding it is for us. We have friends all over the world now."

Glori Evert, who with her husband has been hosting institute students for 13 years, said that

"no matter how much you travel, you never know people as well as when they are visiting your home."

Future Courses

The four week Defense Resources Management Course will be conducted:

DRMC 03-1	6 January – 31 January
DRMC 03-2	21 April – 15 May
DRMC 03-3	19 May – 13 June
DRMC 03-4	21 July – 14 August
DRMC 03-5	18 August – 12 September

Please contact Mary Andrews at (831) 656-2104 or mandrews@nps.navy.mil for quota and enrollment information.

Mobile International Defense Management Courses (MIDMCs) scheduled for the remainder of 2002 are:

Guinea	13 – 24 January
El Salvador	3 – 14 February
Columbia	17 – 28 March
Honduras	5 – 16 May
Peru	2 – 13 June
Malaysia	21 July – 1 August
South Africa	4 – 15 August
Kenya	18 – 29 August
Canada	9 – 19 September
Argentina	15 – 26 September
Argentina	20 – 30 October
Uruguay	3 – 14 November

For additional information contact Don Bonsper at (831) 656-2224 or e-mail dbonsper@nps.navy.mil



The DRMI Newsletter is published quarterly by the Defense Resources Management Institute. Questions regarding content or the submission of proposed articles should be directed to the Newsletter Editor, DRMI 64We, 1522 Cunningham Rd, Monterey, CA 93943.